

**CORE COMPETENCIES AND DEFINITIONS
FOR APHIS EMPLOYEES, SUPERVISORS, MANAGERS, AND EXECUTIVES**

1. **Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
2. **Conflict Management:** Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
3. **Continual Learning:** Assesses and recognizes own strengths and weakness; pursue self-development.
4. **Creativity/Innovation:** Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge techniques.
5. **Customer Service:** Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
6. **Decisiveness:** Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implication of decisions.
7. **Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
8. **Entrepreneurship:** Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
9. **External Awareness:** Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment
10. **Financial Management:** Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

11. **Flexibility:** Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
12. **Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
13. **Influencing/Negotiating:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
14. **Integrity/Honesty:** Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
15. **Interpersonal Skills:** Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
16. **Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
17. **Oral Communication:** Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
18. **Partnering:** Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
19. **Political Savvy:** Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
20. **Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
21. **Public Service Motivation:** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
22. **Resilience:** Effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

23. **Strategic Thinking:** Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
24. **Team Building:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
25. **Technical Credibility:** Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
26. **Technology Management:** Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
27. **Vision:** Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
28. **Written Communication:** Writes in a clear, concise, organized and convincing manner for the intended audience.